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ABSTRACT

This collection of 16 case studies is intended to illustrate how the public and private sectors have managed to collaborate in helping workers adapt to changing employment circumstances. The case studies are grouped into three categories. The first six case studies are examples of programs that have been developed to assist in training for new jobs as a result of business relocation or expansion. They illustrate ways in which state assistance (either alone or coupled with local money) and community and/or regional economic development organizations can create new jobs by attracting business to an area. Next, five case studies show how employer-initiated efforts, in cooperation with local education and training institutions, can help prevent job loss by retraining existing workers so that they can meet changing workplace needs (such as the adoption of new equipment or processes). The five case studies presented in the third chapter, all of which are dislocated worker programs operated under the auspices of the Job Training Partnership Act (JTPA), reflect strategies for retraining workers who have been laid off from their jobs with little or no prospect of ever returning to them. These programs exemplify how employers, unions, local governments, and JTPA Private Industry Councils can join forces to develop dislocated worker programs. (An annotated bibliography of 13 resources dealing with worker dislocation and training and retraining programs for unemployed and/or dislocated workers is appended.) (MN)

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SHARPENING
THE COMPETITIVE EDGE

Case Studies:
Partnerships for Training and Retraining
In a Changing Economy

Prepared by
The Clearinghouse of the
NATIONAL ALLIANCE OF BUSINESS
in Cooperation with
Office of Productivity, Technology & Innovation
US DEPARTMENT OF COMMERCE

November 1987

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Acknowledgements

The National Alliance of Business maintains a Clearinghouse of creative and proven programs for improving job training, education, economic development and welfare programs. The case studies in this volume were developed by NAB Clearinghouse researchers and are part of the Clearinghouse Database which contains program profiles, publication abstracts, and descriptions of useful resource organizations -- over 4,000 entries in all. Researchers, program operators, and technical assistance providers may access this Database with their own personal computers 24 hours a day, seven days a week for a fee of $1 a minute, billable by the second. For more information about the Database and the Alliance's other activities, call the NAB Clearinghouse at (202) 289-2910.

This project represents a team effort. The work of choosing, updating, and introducing the case studies presented here was completed by Clearinghouse research managers Beth Pratt-Dewey, Gary Moore, and Andrea Schellman. Paul Braden and Dick Johnson, economists in the US Department of Commerce Office of Productivity, Technology, and Innovation, provided important additional research and guidance.

Finally, grateful acknowledgment and compliments are due to the many professionals in business, government, and nonprofit institutions whose programs are profiled here. They have successfully marshaled public and private resources to serve the public and to sharpen the competitive edge of the American labor force.

Additional Copies

To receive additional copies of this publication for $7 each, contact the NAB Clearinghouse, National Alliance of Business, 1015 15th Street, NW, Washington, DC 20005, telephone 202-289-2910 and order publication number R003172.

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Introduction

The history of American labor markets is one of rapid and often unexpected change. New industries arise as old industries decline. New technologies alter old occupations and create different jobs. Consumer preferences change. Trade patterns shift. These are all signs of a healthy, growing economy but mean a shrinking demand for old skills, and quickening need for higher skills for the newly-created jobs. Workers, employers and entire communities may face serious adjustment problems.

Traditionally, workers and businesses have been left to shift for themselves in responding to these changes in labor demand. The school systems, training institutions, unions, and the employers themselves -- each operating largely independently -- have provided and continue to provide the basic skills needed to perform on the job. Now, however, concern about rising international competition and rapidly changing technology has led to a renewed interest in specially-designed training and retraining programs to assist American workers and businesses in adjusting to abrupt shifts in labor demand.

This publication provides 16 examples of successful training and retraining strategies designed to help workers adapt to changing employment circumstances. The training itself is often provided by traditional institutions (e.g., community colleges, vocational technical schools) and businesses. But the organization, financing, and level of cooperation among public and private organizations differ markedly from more familiar education and training approaches. The private-public partnerships represented in this publication meet the challenges of the nation's economy.

The case studies divide conveniently into three categories which make up the three chapters of this report:

- **Training to meet the special skill requirements of new or expanding firms in a given area.** The terms Industrial Training, Economic Development Training, Quick Start, and Customized Training are often used in association with these efforts. Most states have special appropriations to assist in such efforts.

- **Retraining of existing workers to meet changing workplace requirements such as the adoption of new equipment or processes.** These are often employer-initiated efforts which have the cooperation of local education and training institutions; at least one example here has national reach.

- **The retraining of workers who have been laid off from their jobs with little prospect of returning to those jobs.** These 'dislocated worker' programs are operated in every state under the auspices of the federal Job Training Partnership Act. In addition a number of states have contributed their own funds to support such efforts. Employers, unions, local governments and JTPA Private Industry Councils often join together to develop programs to assist dislocated workers.

While many of the case studies in this document are exemplary, they are not necessarily unique. They are drawn from the National Alliance of Business (NAB) Clearinghouse computerized Database of

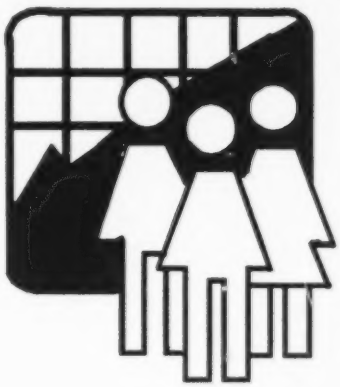
programs in employment and training and economic development. The list of reading materials is also from the Database collection of reference abstracts. The US Department of Commerce Office of Productivity, Technology, and Innovation worked closely with NAB to enrich the Database for this publication, providing examples of training programs emerging from efforts to improve competitiveness.

Access to the NAB Database is available for a nominal charge to all who are interested. Users can tie into the Database with a personal computer and modem and will find hundreds of innovative projects (Leads); exemplary programs (Models); useful publications (References); and helpful resource organizations (Contacts and Services). The four files of the Database are continually updated and expanded.

To set up an account for on-line access, or to fulfill special research needs, telephone the National Alliance of Business Clearinghouse at (202) 289-2910.

Assisting in the Creation of New Jobs: Economic Development and Training

This section focuses on strategies to assist in training for new jobs created as a result of business relocation or expansion. Efforts to link economic development activities with job training have been effective at the state, community, and regional levels.



State assistance alone or coupled with local money helps new employers offset start-up training costs and make the adjustment to new labor markets. State assistance usually involves recruitment and screening of new employees as well as training for specific skills not available in the local area. State industrial training funds are often combined with state and federal funds from the Job Training Partnership Act (JTPA), vocational education, community colleges, and the state employment service to provide a broad set of services for new employers.

The Iowa Industrial New Jobs Training Program, for example, is one of the 42 state funded programs designed to help new or expanding industries finance customized employee training using state and local training facilities. In Michigan, state funding combined with local JTPA Private Industry Council monies to create a customized training program that helped attract a new Republic Airlines reservation center to Wayne County. In Virginia the Longwood Business Innovation Center encourages rural economic diversification around the state through a variety of business start-up and expansion services.

Communities with the capacity to help new or expanding firms to train workers quickly and efficiently have a strong economic development tool. Indiana Northeast Development (IND) promotes development in the northeast region of the state with notable success. A full-time staff with the development organization works with expanding and relocating businesses to market JTPA programs. In Nashua, New Hampshire, the community college helped a local electronics company keep pace with demand and expand its labor force by developing a training program around the company's need for skilled technicians.

A regional economic development organization located in the rural Idaho-Oregon border country, **Ida-Ore**, provides a variety of economic development services ranging from procurement outreach assistance to Small Business Administration loan packaging, but also uses JTPA-funded on-the-job training slots to help expanding businesses hire and train additional employees. Ida-Ore places many JTPA clients because it serves as a trusted broker between area businesses and individuals in need of employment and training services.

Case Study

Iowa Diverts Taxes for Customized Job Training

The Iowa Industrial New Jobs Training Program authorizes community colleges to contract with new or expanding industries for customized training of their personnel. Under state legislation enacted in 1983, community colleges are authorized to issue training 'certificates' -- much like tax-supported municipal bonds -- which are used to pay for training during the early phase of new business start-ups.

Community colleges use state withholding taxes and new property taxes to pay off the training certificate costs over a 10 year period. An amount equal to 1.5 percent of new employees wages is set aside for training purposes. Any new property taxes that are generated as a result of a new industry expansion can be used for training costs for up to 10 years.

The Iowa program is a variation of state supported customized training available in some 42 states. The Iowa financing mechanism appears to be unique and more secure than those of other states. Except for the few states (e.g. Delaware, California, Washington), which have diverted unemployment insurance tax revenues for training, most state industrial training efforts depend upon relatively small annual appropriations from the state legislature.

This strong state support and the availability of training funds have encouraged several major employers to relocate or expand in Iowa. Among these are: Greyhound Company, Flexolite, Firestone, Norand, Equitable Life Insurance Company of New York, 3M, and Rockwell International. The program has assisted in the creation of 8,027 jobs with 83 projects in its first two and a half years.

Contact: Sharon Dreyer, Training Liaison, Division of Job Training, Iowa Department of Economic Development, 200 East Grand Avenue, Des Moines, Iowa 50309, (515) 281-3600

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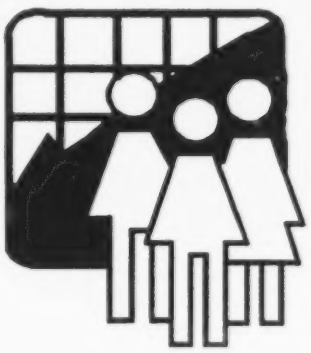

Case Study

Airline's Expansion Creates Placements for JTPA

A contributing factor to Wayne County (Detroit), Michigan's unemployment problem has been its heavy dependence upon the automobile industry. Local officials believe Republic Airlines' commitment to the county will be of lasting benefit to the economy, making the area less dependent on automotive-related industries and more attractive to other businesses.

Airline officials have said that the training component offered by the **Wayne County Private Industry Corporation (WCPIC)** was a prime consideration in Republic's decision to locate in Wayne County rather than in Memphis, Tennessee, which was competing for the airline's new centralized reservation center. WCPIC's ability to deliver a coordinated program of job training provided an important incentive for Republic's decision to expand in Michigan. Republic received no other financial assistance or tax incentives from state or local governments.

Plans for this customized training program began in February 1985 when the County Executive called on the Private Industry Corporation to put together a proposal for Republic outlining how the airline could use government-funded job training to staff their new reservations center. Republic was so impressed with the initial proposal that the company asked WCPIC to augment the program; it would now include recruitment and training for expanded operations at the Detroit Metro Airport.

WCPIC coordinated the necessary funding, which came from the PIC, the Michigan Job Training Coordinating Council, the Michigan Department of Education, and the Michigan Department of Industrial Training. Within 30 days of the proposal submission, $1.5 million was committed. Additional support came from the Ford Motor Company's Development and Training Center and the Michigan Department of Labor's Safety Training Program.

WCPIC prepared for the screening and recruitment process quickly and efficiently. Using job-specific criteria determined by Republic, the operation screened about 100 applicants each day for jobs ranging from clerical positions to flight attendants to aircraft mechanics.

Over 25,000 resumes were screened, resulting in 6,000 interviews and 4,209 referrals to Republic for final selection. The majority of candidates were referred for openings in two major job categories: 2,182 for reservationists and 1,421 for station agents.

WCPIC was in a position to act aggressively to meet Republic's training needs in part because of Wayne County's Industry-Based Training (IBT) program. IBT was created in 1984 as a business assistance program for the purpose of helping both businesses and the jobless. The IBT concept revolves around customized training for employer needs, where specific jobs are identified and recruitment and training are developed to fill them.

To meet Republic's needs, the Private Industry Council developed training programs for reservationists, passenger service agents, station agents, flight attendants, fleet servicers, and three mechanic classifications. Training programs were as short as three weeks (reservationists) and as long as six months (mechanics).

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The first 180 reservationists were ready to begin work when Republic opened its new $12 million reservation center in August 1985. A total of 522 dislocated workers and JTPA-eligible participants were placed at the reservation center or with Republic's operations at Detroit Metro Airport.

Efforts to meet Republic's personnel needs continued in October 1985 with a $197,000 grant from the Michigan Job Training Coordinating Council. During this phase, WCPIC and Republic aimed to fill an additional 350 reservationist positions and additional flight attendant and ground support positions.

The location of Republic's reservation center at Livonia, Michigan and the expansion of their operations at Detroit Metro Airport created 2,000 jobs in Wayne County, half of which were filled through WCPIC and JTPA-eligible employees -- 215 of these were dislocated workers. Airline officials say they are pleased with the customized training programs developed through IBT and with the trainees referred to them by the PIC. They are also pleased with the cost benefits they realized: WCPIC cut recruitment and hiring time in half, allowing Republic to meet their personnel needs at a greatly reduced cost; a spokesperson for Republic estimates they saved $1.2 million in wages through the on-the-job training component.

With a placement rate of 76 percent and a cost of $1,642 per placement, the program also had a respectable cost/benefit ratio compared to other public efforts of this type. Overall funding included $1,402,000 from JTPA Title II A and Title III funds, and $200,000 in Vocational Education Funds, as well as $42,000 from Republic.

Contact: Jonelle Thibault, Acting Director, Private Industry Corporation of Wayne County, 33057 Schoolcraft Road, Livonia, Michigan 48150, (313) 261-3420

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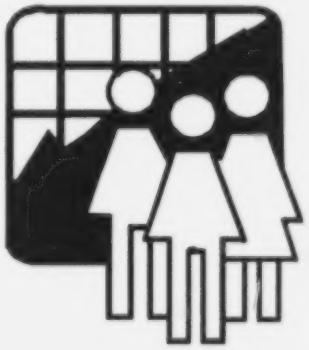

Case Study

Diversification Program Targets Growth Industries

The Longwood Business Innovation Center in Farmville, Virginia encourages rural economic diversification by providing training for small business executives and economic development staff of government and nonprofit groups. The State Department of Economic Development targets and screens industrial clients that have a strong growth potential and refers them to LBIC.

The Center provides its business clients with internal and external assessment, business planning assistance, preliminary patent searches and a variety of business start-up and expansion services. Center staff coordinate the services of a variety of state and federal programs in providing free assistance to client businesses. LBIC answered 75 client requests and worked on 20 client projects in its first year.

In addition to working directly with business clients, the Center works with economic development organizations to help them diversify and develop local economies. The Center has undertaken two major research projects: one on state manufacturing and the other on forest products. Undergraduate students help staff at the Center and work on the research projects. LBIC staff travel throughout the state to provide training and hope to expand their service area nationwide.

Initial funding for the project was provided by a $100,000 state appropriation and a supplementary grant from the Virginia Center for Innovative Technology. While now in a four-year demonstration phase, the project aims to sustain itself through state, federal funding, and fees for service.

Contact: Dr. Lawrence Minks, Executive Director, LBIC, School of Business and Economics, Longwood College, Farmville, Virginia 23901, (804) 392-9330

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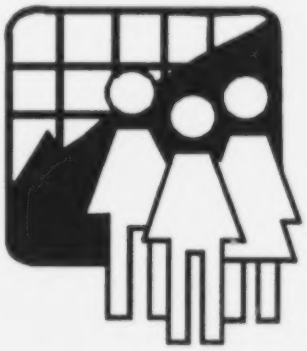

Case Study

Regional Job Creation in Northeast Indiana

While most cities and towns in Indiana can afford a postage stamp-sized advertisement in the back of a magazine to begin their economic development marketing, the nine counties of Greater Fort Wayne represented by **Indiana Northeast Development (IND)** placed a nine page supplement in the September, 1982 "Business Week".

IND's coordinated and cooperative approach towards development has benefited the Greater Fort Wayne area by countering the parochialism that often depreciates local economic development efforts. Serving northeast Indiana as a national marketing agent, IND can trace its influence to 32 of the 100 new establishments that have located in Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wells, and Whitley counties over the last several years.

IND serves as the job generator for the Fort Wayne Area Job Training Program, the administrative entity for the Job Training Partnership Act for the region. The program has received local JTPA funds since the formation of the local Job Training Program. $170,000 in JTPA Title II-A funds were combined with $50,000 in state funds, and $25,000 in private funding from the Greater Fort Wayne Chamber of Commerce.

IND capitalizes on geography, available low interest rates and job training programs and has become one of the success stories of the "rust belt". With one-third of the US population within 500 miles, the fourth-lowest tax base in the nation, and proximity to several interstate highways and the Indiana turnpike, northeast Indiana is a good product to sell.

The most effective aspect of IND's effort is the enthusiasm with which it approaches the task of marketing the region.

The heavy marketing emphasis brought relief to northeast Indiana, which currently has an average unemployment rate of 5 percent, down from 13.5 percent in 1982. IND coordinator Lincoln Schrock maintains that regional development activities allow for towns and cities to break even, with job gains equaling job losses.

For real gains to outstrip the losses occurring in the evolving manufacturing based economy, economic developers will have to double their efforts. At the same time, neighboring states are boosting their economic development programs, having seen the effects of strong development programs in places like northeast Indiana.

IND uses several methods to attract industry to the region and to help existing industry expand. Its most effective method to date is its national advertising program. IND goes prospecting for industries in the state and out, and it operates a Marketing Opportunities Program to help state industries expand. A full-time staff person works with expanding or relocating businesses and local on-the-job training (OJT) contractors to make sure that everyone knows about the OJT opportunities.

The area's OJT programs have maintained an 80 percent positive termination rate and IND has direct contact with more than half of the businesses that negotiate on-the-job training contracts. OJT programs are a financial incentive industries take very seriously and, since October 1983, over 2,800 employers have participated in the local JTPA OJT program.

IND skillfully targets industries and regions with its advertisements. Having taken out ads in over 35 individual publications to date, the development organization has generated 2,500 inquiries resulting in 400 to 500 new leads and 14 new companies locating in the region. Officials estimate that amounts to about $100 per response to the advertisements.

Through the new industry, 1,089 new jobs were created, and 2,150 are projected to be the total new jobs over the next several years. Ads currently run in targeted industry magazines such as "Ohio Business," "Plants, Sites and Parks," and "Area Development," and IND targets big business with monthly ads in "Fortune Magazine."

All advertising respondents receive a comprehensive packet of information on site availability, cost comparison, financial incentives, loan packaging and employment and training information. Each local economic development representative in northeast Indiana receives a list of contacts from inquiring industries.

Out of state prospecting is a low key event. IND business representatives visit industries that have expressed an interest in the area. The business representatives pay their own way for the occasional out of state industrial visits. The state government is wholeheartedly behind statewide economic development, lending support through generous financial incentives to relocating industry and supplying infrastructure grants to upgrade features important to industry: road, water, and sanitary sewage systems.

The state has also sponsored Hoosier Hospitality Days (HHD) for the past seven years. At a variety of locations each year, HHD gives the state's localities a chance to showcase themselves to visiting, companies. Industrial representatives attend briefings and testimony on doing business in the state, but most important, they spend time in an exhibit hall where towns and cities market themselves.

For the past four years, IND has exhibited at HHD, highlighting the region, counseling industrial representatives, directing traffic to the exhibits of appropriate northeast Indiana towns and cities, and distributing its regional industrial profiles. Through such efforts at the event, IND helped seven new business operations relocate -- leading to 380 new jobs and 785 projected jobs over the next several years. The combined exhibits from northeast Indiana account for one-third of the exhibitors displays.

The IND regional version of Hoosier Hospitality Days, the annual Northeast Indiana Industrial Conference, is held annually at Pokagon State Park. The guests of IND are industrial representatives who were invited through contact at HHD, people who made inquiries on advertisements, or referrals from area businesses and communities. State, regional and local agencies are also involved in this showcase of the region.

In 1986, IND hosted representatives from 32 companies who met with economic developers from northeast Indiana communities. The representatives also visited available industrial sites. No press members are permitted and attendance is strictly regulated to protect confidentiality of

guests. In its four year history, the Conference has hosted 95 companies and located 11 to provide 380 industrial jobs that are projected to expand to 785 jobs soon. Funding for the conference is donated by over 60 area banks, chambers of commerce and utilities.

Aid to the existing manufacturing base of Indiana comes from IND's Marketing Opportunities Program, which traces the flow of federal procurement dollars and helps local industry tap appropriate pools of money. Looking at the federal government's $400 billion need for goods and services, IND spies opportunities for its area industries, which specialize in many of the types of manufacturing that government contractors might need.

The Marketing Opportunities Program's Bid Review Center provides individualized, cost free services that include bid ordering instruction, bid preparation support and assistance in administering contract awards. The 260 participants in the Marketing Opportunities Program have access to workshops, conferences and on-site visits where they hone skills and meet potential industrial and government customers. Any northeast Indiana business that submits a contractor survey and capabilities listing may participate.

The federal government has selected northeast Indiana and Downriver Michigan for Operation Breakthrough, an attempt to widen the supplier pool for government contracts and services. Opportunities that flow into northeast Indiana are plugged into the Marketing Opportunities Program for the benefit of participating industries.

New industries that have located in northeast Indiana since 1983 represent an investment of $820 million and sustain 9,200 new jobs -- a figure expected to double in the next several years with the expansion of related service and retail industries. In addition to creating an atmosphere of cooperation, IND forced localities to assess their best aspects and package them well in order to market themselves to industry.

Contact: Lincoln Schrock, Coordinator, Indiana Northeast Development, P.O. Box 11099, Fort Wayne, Indiana 46855, (219) 426-7649

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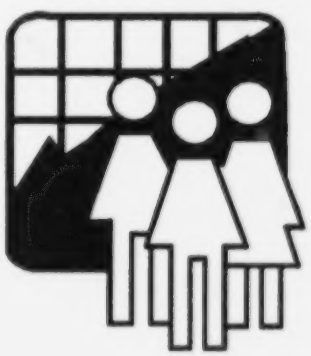

Case Study

Industry Guarantees Jobs for Training Graduates

The Electronic Technician Program of the New Hampshire Vocational Technical College is supported by Sanders Associates, Inc., which found itself with a shortage of electronic technicians in 1979. Industry representatives approached college officials to establish a program training electronic technicians for Sanders, and now the college bids for the contract each year. All students in the program are employees of the company and are screened and tested by the company for suitability for the electronic technician program.

With the state unemployment rate at three percent, Sanders finds it necessary to train the employees in the necessary skills rather than hiring skilled workers. Sanders Associate, Inc. is one of the largest employers in the state, and while it hasn't expanded it's workforce overall, various departments have expanded and contracted with changing times.

Employees who complete the training are upgraded to electronic technician positions at Sanders. Each Monday through Thursday, employees in the electronics program work six hours at the company and then go to the college campus to study two hours on Sanders' time and two hours on their own time. On Fridays the program participants work an entire day at Sanders.

Although the course work is difficult, competition to get into the technician program is fierce. The college is currently in its fifth offering of the program. Since 1979, 60 employees have graduated, 15 have earned Associate Degrees, and seven have enrolled in Bachelor of Science in Engineering programs. The course work is 50 percent theory and 50 percent hands on and trouble shooting.

The New Hampshire Vocational Technical College has developed close ties with the local business community and designs new training programs as industries need them. With over 130 adjunct instructors ready to teach, the college can give industry the training it needs. The Vocational Technical College is currently designing a quality control technician training course with Sander's sister company, Cal-Comp.

Contact: Peter F. Desaultes, Dean of Community Education, New Hampshire Vocational Technical College, 505 Amherst St., Nashua, New Hampshire 03063, (603) 882-7022

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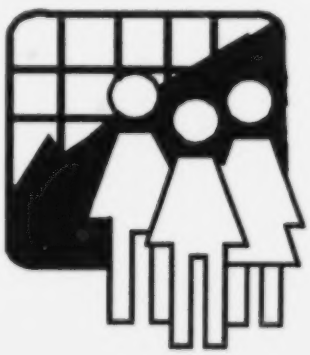

Case Study

Development/Training Agency Builds Effective Network

Ida-Ore is many things to many people in the southwest Idaho and Eastern Oregon area. It leverages its role as an economic development agency to enhance job training and placement activities and help its Older American projects' clients find JTPA jobs. Ida-Ore is contractor for JTPA Title II-A and 3% (older workers) programs for the southwest Idaho PIC and the Area Agency on Aging (AAA). It gets its name from the fact that it serves as administrator of the Economic Development District spanning a 12-county area from southern Idaho into eastern Oregon, and it links services to provide a variety of social and economic development activities.

Ida-Ore ignores the state boundary because on both sides of it are depressed, agricultural economies that benefit from similar economic development strategies. The strongest factors in Ida-Ore's success are its local presence and effective network developed over the years since its founding in 1971.

In providing JTPA services to Southwest Idaho, Ida-Ore takes services to the locations that need them from its three permanent offices. The organization makes it a point to hire staff that are respected members of the communities they serve. Ida-Ore cannot provide JTPA services in eastern Oregon, so it cooperates with Manpower Services, which provides job training programs for that area.

Sometimes Ida-Ore staff provide a full range of participant outreach services located in community senior citizen centers, but they often must operate out of their cars. They take advantage of local communication networks, use direct mail and try to keep a regular schedule to maintain contact. As the Area Agency on Aging, they have a steady flow of older workers and can merge their two roles to meet needs in a highly effective way. Ida-Ore has a contract to serve 50 and place 32 older workers under a 3% contract and will also serve older workers under the Title II-A programs. In addition, they receive a grant from ACTION to operate a Foster Grandparents program.

With a recent cut in the number of job service offices in the area, the need for employment and training services for both the unemployed and the employers is great. During their visits, staff are in contact with employers. They offer start up and expansion assistance, financial packaging, community revitalization and JTPA services -- placement, training, wage subsidies, applicant recruiting, screening and training.

The region's economy has many small family-owned businesses, and employers often don't want to take the risk of hiring untrained employees. To make matters worse, there is little access to job-related training. So one of Ida-Ore's strong suits is an on-the-job training program. Ida-Ore will recruit, screen, test, and maintain post-placement counseling with clients. During the 1985-1986 program year, Ida-Ore staff placed 192 people in jobs.

The agency's 1987 funding included $2.7 million from State Older American Programs, $64,615 in JTPA 3% money; $206,000 in ACTION funds for the Foster Grandparent Program; $500,000 from the US Economic Development Administration for a Revolving Loan Fund; $48,497 from the US Economic Development Adminis-

tration for the Main Street Program; $98,720 from the Small Business Administration; $50,714 from the US Department of Defense; $44,220 in locally generated money and Oregon lottery money; and $39,422 in Community Development Block Grant funds.

As the Economic Development Agency, Ida-Ore has considerable bargaining power with businesses. Its services emphasize local development and expansion and include assistance with financing. Knowledgeable in the complexities of federal financing, Ida-Ore staff can put together loan packages including Community Development Block Grant and Urban Development Block Grant monies, administer a revolving loan fund, and offer procurement assistance. It has helped local businesses attain 55 federal government contracts worth a total of $3,461,900.

Since Ida-Ore also staffs the local Small Business Administration 504 loan program, it markets, processes and packages loans. The organization tries to get first-source hiring agreements with all clients, and staff often visit the employer months later to offer employment and training assistance.

The Main Street program provides technical and financial assistance to help revitalize small towns. Ida-Ore fosters the formation of town committees that hire a professional developer and guides local development in order to attract business. Projects may range from beautification to marketing surveys.

Ida-Ore tries to overcome obstacles by tailoring its programs to local demand and making creative use of the available resources. The approach works and shows in the placement rates of its employment and training programs for the 1985-86 program year: 83.8 percent for both adults and youth under JTPA Title II-A at an average wage of $4.42 an hour. Placement costs average $1,256 per adult placement and $1,841 per youth positive termination.

Contact: Phil Choate, Director, Ida-Ore Planning and Development Association, Business Resource Center, 7270 Potomac Drive, Boise, Idaho 83704, (208) 322-7033

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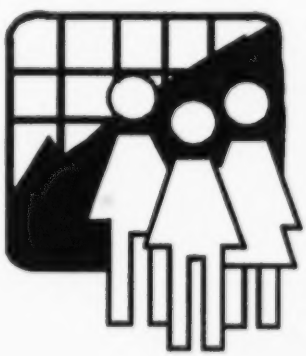

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Chapter Two

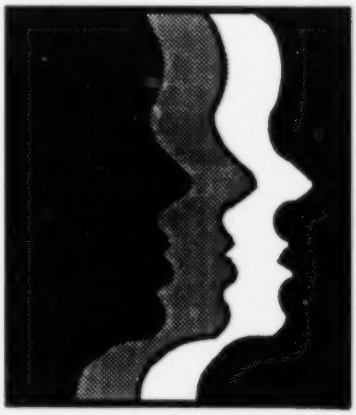
Preventing Job Loss: Retraining on the Job

All employers train their own employees and assume this as a normal cost of doing business. But occasionally there are changes so pervasive -- either for a given company or for an entire industry -- that extraordinary measures are required. It is in these circumstances that public-private partnerships or collaboration among employers may be needed, even crucial.

Five cases of retraining under differing circumstances are presented here. The experience of the Frost Company in Grand Rapids, Michigan illustrates the possibilities for small companies to fight foreign outsourcing. The manufacturer of components for manufacturing equipment provides higher quality, lower cost parts than before because of its newly flexible, automated manufacturing system. Frost has also diversified products and expanded markets because of the new system, but these efforts required retraining the workforce to work with the new equipment. The retraining approach allowed the company to avoid laying off many valued workers.

In Cincinnati, the General Electric Aircraft Engine Business Group joined with a group of Job Training Partnership Act program operators . Together they crafted an up-to-date industrial machinist training program to serve the needs of existing General Electric employees as well as those of other companies around the country.

On an even broader scale, the National Technological University in Fort Collins, Colorado aims at serving the continuing education needs for an entire national profession, engineering. While such a media-based approach has been tried in local areas in the past, the NTU approach



appears to be alone in providing continuing training in a rapidly changing field on a national scale.

A fourth approach involves the use of a special state fund collected from employers in lieu of unemployment insurance taxes to upgrade the skills of existing employees. Delaware's training fund makes it possible to prevent many layoffs as well as to train workers who do experience layoffs for new jobs. Delaware is one of at least three states that have established a positive connection between unemployment insurance and retraining.

The final case illustrates cooperation between industry, education, and government to provide general improvements in the study and application of modern quality control and productivity improvement methods. The Saginaw Division of General Motors has teamed with with Calhoun Community College and the State of Alabama to help train manufacturing employees in the latest methods of ensuring the efficient production of high quality products.

Case Study

Michigan Worker Upgrade Program Retains 200 Jobs

Frost, Incorporated was a producer of bearings and other parts for conveyer systems, using World War II-vintage screw machines. Frost automated its plant in order to remain competitive and offered retraining to all employees to operate the highly advanced equipment. Today at Frost, robotic machines work around the clock and workers' functions have been dramatically redefined. Employees are trained in computer use, robotics and other technical areas.

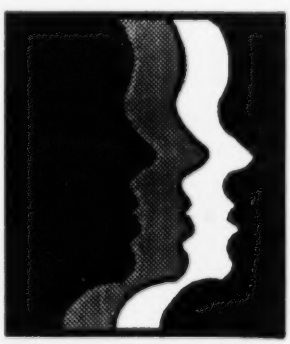
While a manufacturing facility with a flexible manufacturing system will probably have fewer employees, the workforce is critical and must have a high skill level. For Frost, the combination of automation and worker retraining has improved quality to the point where now only one piece in 200 produced needs to be reworked; the former ratio was one-in-four.

New products account for a third of Frost's new business, and the facility can reprogram the computers in a matter of minutes to change to production of a different part. When Frost management chose to automate, they also chose to employ humans rather than machinery for assembly. Frost employees produce $150,000 per employee in sales annually, up from $86,000 before the automation -- productivity twice the US average and $25,000 higher than the Japanese average. However the firm only reduced its workforce by 24 workers out of 144 employed at the time the program began.

The training programs were jointly designed by Frost representatives and area training institutions. Most of the retraining funds were provided by the Michigan Upgrade Program administered by the Governor's Office. Frost offered home computers to employees at half price to increase interest in computers and software. Aside from technical differences in jobs, the plant now uses participative management, encouraging workers to take part in decision-making. Frost designed its flexible manufacturing system through a separate subsidiary, Amprotech. The effort cost $5.1 million to bring a mainframe computer and 14 computer controlled machine tools to the facility. The result is a thriving business whose employees have significantly higher skills and longer employment prospects.

Contact: Gary Weeden, Manager, Human Resources, Frost, Inc., 220 Bristol, N.W., Grand Rapids, Michigan 49504, (616) 453-7781

NAB Database Program LEADS File; P001260



Case Study

GE-Initiated Machinist Training Uses Interactive Videos

In 1983, the Greater Cincinnati Industrial Training Corporation and the **General Electric Company's Aircraft Engine Business Group** joined to begin a venture that is changing the shape of vocational education in the United States. The involvement of four local Job Training Partnership Act Private Industry Councils, five Cincinnati area machining firms, and four vocational funding districts make this a truly collaborative effort.

Under the project, General Electric (GE) is developing state-of-the-art industrial machining curricula for national distribution. The goal is to provide training opportunities for unemployed, economically disadvantaged people and GE employees who may need retraining or upgrading of skills. Known as the National Pilot Program, the thrust of the project was to design industry-based, customized training programs.

To administer the program, GE joined with Cincinnati Milacron, General Tool, LeBlond, Makino Meyer Tool, Plant Products and Xlek to establish the Greater Cincinnati Industrial Training Program. The Job Training Partnership Act, the Ohio Department of Education, and General Electric are the program's main funding sources.

The project has resulted in the development of 14 courses, numerous video tapes, instructional guides, and interactive video discs on subjects ranging from numerical control machining to resistance welding. The interactive video disc, which can simulate any machine and allows students to learn at their own pace, is a state-of-the-art educational aid.

The Industrial Training Corporation has introduced the curriculum into four area vocational education schools, and as each course has been introduced; its validity has been tested by the University of Cincinnati. Since training began in 1984, class sizes have been kept to a minimum, 192 people have completed the program to date and 71 are currently enrolled. Along with the University's validation, the American Council on Education has been accrediting the program. Students taking the course can get credit toward a two year program or a vocational certification.

The Greater Cincinnati Industrial Training Corporation has contracted with the American Vocational Association to market the curriculum nationwide. Some foreign companies have shown an interest in the program as well. For the future, two more courses are scheduled to be developed under the National Pilot Program. GE and the Industrial Training Corporation have recommended another eight courses.

Contact: Robert E. Scarborough, President, Greater Cincinnati Industrial Training Program, 30 East Central Parkway, Suite 505, Cincinnati, Ohio 45202, (513) 870-0503

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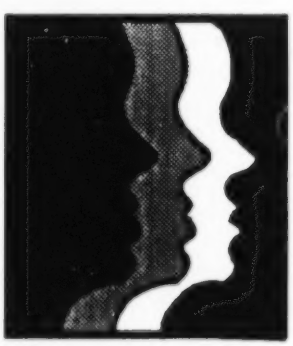
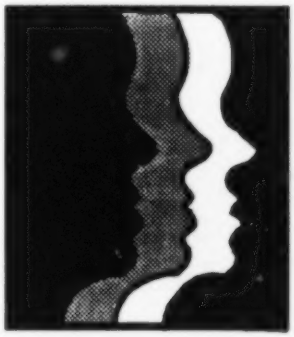


Case Study

Satellite-Transmitted Training Extends Nationwide



During the 1986-1987 year, 1,900 students enrolled in **National Technological University's** degree programs. Since 1984 the collaborative effort between private sector personnel and educational authorities has used satellite technology to transmit classes from universities into classrooms at individual firms. It is currently focusing on professional and technical education. A consortium of 24 universities provides the class material.

The firm must possess the downlink technology to pick up the satellite transmission, the classroom, and a teaching assistant to help students and to administer exams. The course has just gained accreditation from the North Central Association of Universities and Schools. Students and teachers come together through television, with no time or money lost for either in relocation or travel.

The program offers a Master of Science degree in computer engineering, computer science, manufacturing system engineering, engineering management and electrical engineering. Management seminars are also offered. Firms contract with the National Technological University for employee training via satellite transmission.

Contact: Dr. Lionel Baldwin, National Technological University, Box 700, Fort Collins, Colorado 80522, (303) 491-6092

NAB Database Program LEADS File; P001261

Case Study

Delaware Program Provides for Customized Training

The **Blue Collar Jobs Act** of 1984 added customized training to the package of incentives available to industries expanding or relocating in Delaware. The Delaware Development Department (DDD) tailors training to company written specifications and pays part of the cost. Many participating businesses are from high technology industries, and employer response to the program has been enthusiastic.

The program takes credit for the creation of 230 jobs and the retention of hundreds more. Participating companies fill out little paperwork in their one-stop shopping. They only need submit a letter describing skills and abilities needed in job applicants and another letter at the end of the training to say if the people were trained to specification; trainers are paid half before the training and half when it is satisfactorily completed.

Any company using the program must agree to hire at least one quarter of the workers from the state. Most clients in the training meet JTPA eligibility criteria. The Development Department works in partnership with the employment and training department to coordinate any recruitment, screening, testing and interviewing the employer may need, but the DDD is responsible for working with the employer to design the actual training.

Training costs $561 per participant and placement averages $616 per employee. The average hourly wage for participants is $7.34; 27 percent of the participants have college degrees; and 71 percent have high school diplomas. While companies are not committed to hire the people the Development Department trains, the Department maintains a 91 percent placement rate. The Blue Collar Jobs Act is financed through a .01 percent wage tax.

Contact: Jan Robinson, Director of Education, Training, and Recruitment, Delaware Department of Development, Box 1401, 99 Kings Highway, Dover, Delaware 19903, (302) 736-4271

NAB Database Program LEADS File; P001154

Case Study

Teaching Quality Control In Alabama

The Alabama Center for Quality and Productivity addresses business quality control training needs nationwide. Training subjects range from basic math to advanced statistical processes, including consensus processing, just-in-time concepts and other industry-demanded courses. A seven-person board, appointed by the Governor of Alabama, guides the curriculum development to make sure the Center is responsive to business needs, and it helps market the program. The Center's programs are approved by the Alabama State Board of Education.

The Saginaw Steering Gear Division of General Motors helped the Center get started when it began contracting quality control training with the Calhoun Community College in 1983. GM has trained 3,000 of its staff in quality control methods. GM then donated eight acres of land to the college for the construction of the $250,000 Alabama Center for Quality and Productivity. The land parcel is located adjacent to Calhoun Community College and on the Saginaw GM facility grounds. The Center staff are currently raising funds to construct a $6 million facility on the land donated by GM.

GM helps the Center with outreach, recommending the quality control courses to its subcontractors. The American Society for Quality Control also provides referrals to the Center's programs. A GM employee serves on the Center's board. The Center negotiates training contracts with each client firm and can serve companies of all sizes. Other firms using the Center's training include Champion International, Wheaton Plastics, and Garlock Industries.

Contact: Honorable Ray Campbell, Alabama Center for Quality and Productivity, Box 2216, Decatur, Alabama 35602, (205)353-3102

Contact: Dan Cameron, Supervisor, Quality Assurance and Statistics, Plant 22, Saginaw Division, GM, Box 311, Athens, Alabama 35611, (205) 552-5279

NAB Database Contacts and Services File; C000291

Chapter Three

When the Job Will Never Come Back: Retraining Dislocated Workers

All states and many local areas operate dislocated worker programs. The programs outlined in this chapter provide a sampling of such programs from the NAB Database. They were chosen because they illustrate the range of possible responses to worker dislocation in a growing and continuously changing economy.

Many workers have been laid off from jobs to which they are unlikely to return. In 1983, Congress established a special dislocated workers title of the Job Training Partnership Act as a federal response to the problem. In addition, a number of states have provided their own funds to assist dislocated workers. Yet while funds come from federal and state governments, the actual programs are usually operated by local agencies and consortia of organizations.

The St. Louis, Missouri Metropolitan Re-Employment Program is an area-wide response to dislocation involving a wide variety of public and private organizations. The State of Arizona has taken a different approach because it has a small population spread over a very large area. To serve diverse needs, the state has set up nine mobile offices to deliver services to dislocated workers in areas of need.

At the other end of the country and in a quite different economy, the General Dynamics Corporation took the lead in managing the mass layoff of its workers in Quincy, Massachusetts. The company gave notice of its proposed layoff in advance and, in the interim, worked with state and local officials to design training and placement activities for those to be affected.

The Stone Container case in Pensacola, Florida shows how economic development activities can be targeted to meet the needs of dislocated workers. The newly located company, Stone Container, operates a facility whose skill requirements match those of a plant which had recently closed down leaving several hundred workers without work.

In Buffalo, New York the situation was somewhat different. The new facility being established by Cambridge Instruments had requirements for very specialized skills while the city had excess workers with obsolete skills. The response was to establish a customized training program to prepare dislocated workers for the requirements for the new facility.

The variety of even these few examples shows the need to allow maximum flexibility to local program operators. Then they can design programs that meet the needs of dislocated workers and local economic conditions.

Case Study

Retraining and On-the-Job Training for Dislocated Workers

Since 1979 the **Metropolitan Re-Employment Project (MRP)** has been helping workers who have been laid off in the greater St. Louis area cope with unemployment and find new jobs. MRP targets stable workers and provides counseling, workshops to develop job search skills, placement and job referral information, guidance about retraining opportunities, and information about community resources like the state Job Service office and Catholic charities.

The program offers on-the-job training, helps create job clubs, gives pre-layoff assistance, sets-up for pre-layoff centers at company sites, and provides pre-vocational training. As of Program Year 1985, MRP had served 7,500 laid off workers; 30 percent of these people were women and 40 percent were minorities. In 1984 the program attained a positive outcome rate of over 80 percent.

MRP collects information about the St. Louis jobless population, its needs and problems, and then shares the information with social service agencies, training organizations, and private companies. The organization's funding comes from a variety of sources including JTPA, Civic Progress, Inc., Fund for Improvement of Post Secondary Education, US Department of Education, St. Louis Community College, and private sector contributions.

Contact: Joseph Ryan, Executive Director, Employment Programs, RCGA, Director, St. Louis City/County Private Industry Council, 10 S. Broadway, St. Louis, Missouri 63102, (314) 231-5555

Contact: Michael H. Maguire, Director, Metropolitan Re-Employment Project, 5600 Oakland Ave., St. Louis, Missouri 63110, (314) 644-9787

NAB Database MODELS File; N000393

Case Study

Arizona Mobile Units Serve Dislocated Workers

There are some 20,000 dislocated workers throughout Arizona, with especially severe dislocation in areas associated with the copper mining industries. Using a flexible assistance center concept and an extensive array of services, the **Arizona Dislocated Worker Program** has succeeded in placing 93 percent of its participants into unsubsidized jobs. As part of the Job Training Partnership Act, the Dislocated Workers Program is based on a system of three regional assistance centers and approximately nine mobile satellite offices that can go where the needs are greatest.

New technology and foreign competition have had a strong influence on the state's mineral extraction-related companies. This program offers its services to people who are widely scattered throughout the state by establishing satellite offices in areas of targeted need. The centers have the flexibility to respond rapidly to changing conditions, moving staff and satellite offices as required, while maintaining a cost-effective delivery system at the same time.

The services offered at the centers are designed to renew workers' self-confidence, capitalize on established work skills, train for new ones, and move people back into the workforce. These services include classroom and on-the-job training, career and personal counseling, assessment, and placement assistance.

In order to make best use of local, state, and federal resources, the program is coordinated with agencies such as the Job Service, Unemployment Insurance, state departments of education and health, the State Job Training Coordinating Council, union training programs with the Communications Workers of America, the International Brotherhood of Electrical Workers, and the Operating Engineers, local community services organizations, and representatives of private business.

An important innovation is the development of a simplified on-the-job training contract procedure for major employers which permits multiple trainee groups to train under a single contract. This allows trainees to be referred from more than one organization or agency and offers employers a broader group of prospective employees. A training voucher system makes vouchers worth up to $1,500 available for dislocated workers to use at training institutions of their choice. One hundred vouchers are available in this pilot program; most are targeted for dislocated copper miners.

A pre-layoff assistance service allows the program to offer services as soon as possible and thereby avoid worker dislocation. In its first 10 months, this service enrolled 1,275 workers prior to layoff. The estimated savings to the state unemployment insurance fund was over $100,000. During their first 13 months of operation, the assistance centers served 3,332 workers. More than 90 percent found jobs, and the average entry wage was $7.98 per hour.

Contact: Jose Gabriel Loyola, JTPA Administrator, Department of Economic Security, 1300 W. Washington St., Phoenix, Arizona 85005, (602) 255-3957

NAB Database MODELS File; N000652

Case Study

Government-Industry Cooperation Reverses Crisis

When the General Dynamics Shipbuilding Division in Quincy, Massachusetts shut down in May of 1986, the result could have been disastrous for both its employees and the town itself. Instead, the transition for the plant's 5,700 workers has been smooth, efficient, and remarkably successful, thanks to strong coordination and planning efforts between General Dynamics, the State Department of Employment Security, and the South Coastal Private Industry Council.

The plant closing began in April of 1985, when General Dynamics announced a worker reduction of 3,000, due largely to the depressed shipbuilding industry nationwide. The company established a job placement center to help newly idled workers find employment. After three months, General Dynamics decided to close the plant entirely.

To deal with this crisis effectively, the company announced the impending shutdown 10 months in advance so that employees could make plans and begin taking the necessary steps for retraining or relocation. Most of the displaced workers had to be retrained in new occupations. To make the transition easier and to simultaneously retain enough workers to complete remaining projects, the company committed $10 million in severance pay and benefits extension, plus another $1.5 million to the job placement center.

Meanwhile, Massachusetts' Industrial Services Program provided $810,000 for retraining, and the state obtained $1.5 million in JTPA Dislocated Worker funds to augment the services of the center. Five local service delivery areas and private industry councils coordinated their training and placement activities to assist the laid-off workers. The Shipbuilders of America Union, which represents the Quincy workforce, supplied three of its members to help staff the Job Placement and Emergency Assistance Center. In addition, the Division of Employment Security assigned some of its specialists to help staff the center. It is the largest worker assistance project in the state.

The center provides a job bank which lists as many as 15,000 openings at 1,700 shipyard-related sites. Job matching, placement, counseling, job search workshops, and training referrals are all offered as well.

The center also installed telephones with toll-free WATTS lines; free typing, reproduction, packaging, and distribution of resumes and cover letters are also available. The South Coastal PIC works with the Employment Security staff to locate every existing employment and training activity in the area and then helps the participants make decisions about training, employment, and relocation.

By July 1986, the center had assisted about 3,400 workers. Nearly 1,600 General Dynamics workers are reemployed, 90 percent of them locally, and at average wages that are comparable to their shipyard pay. Another 600 have enrolled in training programs, and another 250 took jobs at other General Dynamics locations as electricians, machinists, plumbers, and welders.

About 700 of those who have not used the center took new jobs before they were laid off. Of the remaining 1,000 workers, many have taken voluntary or early retirement.

Despite the closing, the South Shore region seems to be doing well. Over 3,000 dislocated workers found jobs in a short period of time because of the timely and aggressive approach of a partnership of business, government, and labor. The average placement wage (non-exempt) was $9.52 an hour. The program was funded through JTPA, the Massachusetts Industrial Services Program and General Dynamics.

Contact: Dwight Conant, Manager of Employment and Employee Development, General Dynamics Job Placement Center, 10 Forbes Road, Braintree, Massachusetts 02184, (617) 871-5880

Contact: Paul Delorey, Chairman, South Coastal PIC, 13 Temple Street, Box 98, Quincy, Massachusetts 02269, (617) 786-7000

NAB Database MODELS File; N000710

Case Study

Firm Works With Private Sector to Hire Dislocated Workers

The Pensacola, Florida area's employment and training community prepared hundreds of workers for the opening of the **Stone Container Company's** new paper mill. Pensacola had lost several hundred jobs when the St. Regis Paper Company closed down its operation shortly before Stone Container decided to open a plant there. Stone manufactures paper bags and containers for companies like Sears and operates plants nationwide.

The local Chamber of Commerce was successful in attracting the company in early 1985, promising to provide screening and training services for all of the 200 initial employees needed, as well as for future staffing needs. The Pensacola Job Service screened applicants, determined JTPA eligibility, and completed vocational assessment. Stone Container then selected 200 people from this group, who were guaranteed jobs upon successful completion of training. The training was executed by Pensacola Junior College, through a consulting firm, and covered the basics of management styles, problem-solving, conflict resolution, team-building, and work attitudes.

The college also subcontracted with the private industry council to handle the paperwork and logistics for those new employees who participated in on-the-job training, which lasted four weeks. After the first two weeks of management training, trainees learned skills to be used as assembly line workers, as maintenance workers, and as supervisors and managers. The plant began operation in August of 1986 with plans to expand its staff during the next year to about 300. The average starting wage was about $8.00 per hour.

Approximately 35 percent of the trainees were women; 20 percent were black and hispanic. Training was funded through JTPA Title III monies, general state revenues, and Pensacola Junior College.

Contact: Donald Reynolds, Federal Grants Department, Pensacola Junior College, 1000 College Blvd., Pensacola, Florida 32504, (904) 476-5410

NAB Database Program LEADS File; P001131

Case Study

New York Manufacturer Gets Trained Employees and Award

When **Cambridge Instruments, Inc.**, a subsidiary of Warner-Lambert, moved its lens manufacturing plant to its Buffalo, New York facility in mid-1984 they used the Orleans-Niagara Board of Cooperative Educational Services (BOCES) to train 70 people to fill new positions and to backfill five positions left open by upgrading. In the process the firm earned a $25,000 award and a Certificate of Participation from the New York State Commerce Department for furthering employability in western New York.

Since lens manufacturing is difficult to learn and no area schools provide technical training, Cambridge Instruments relies on customized training for new employees. The Board of Cooperative Educational Services arranged for training in lens manufacturing, grinding and polishing, and computer controlled manufacturing equipment (NC and CNC).

Cambridge Instruments is the only major microscope and opthalmic equipment manufacturer in this country and is greatly affected by foreign competition, thus making the firm eligible to receive Trade Readjustment Act funds. The BOCES worked with the Job Service to identify, screen, and test dislocated workers, mostly auto workers, who qualified for state education funds to be used in classroom training. JTPA and vocational education funds helped pay for on-the-job training.

All participants received eight hours each of orientation and product awareness, and 48 hours each of basic shop math and blueprint reading. They received from 200 to 2,000 hours of job-specific training. Over the course of the year, Cambridge hired a total of 125 new employees.

Contact: Dave DeMarco, Coordinator, Adult Education, Orleans-Niagara BOCES, 3181 Saunders Settlement Road, Sanborn, New York 14132, (716) 731-4176

Contact: Joe Cumbo, Director, Human Resources, A.O. Reichart Scientific Instruments, P.O. Box 123, Buffalo, New York 14240, (716) 891-3022

NAB Database Program LEADS File; P000883

Resource Materials

Dislocated Workers, Local Programs and Outcomes Under the Job Training Partnership Act, March 1987; 91 pp.; US General Accounting Office, Box 6015, Gaithersburg, MD 20877, 202-275-6241; First five copies are free. Additional copies are $2.00 each.; GAO/ HRD- 87- 41 Dislocated Workers.

> Reports on a nationwide survey regarding the characteristics and outcomes of all JTPA Title-III dislocated worker projects that operated nationwide between October 1982 and March 1985. Concludes that JTPA Title III projects used a wide variety of approaches, providing a broad mix of activities to participants; no single combination of factors was always present.

Study of Dislocated Worker Initiatives: Policy Issues, Programs and Innovations, Wichita, Jack; Cirilli, Mary; Jackson, Jim; November, 1985; 89 pp.; State Department of Industry, Labor and Human Relations, Employment and Training Policy Division, 201 E. Washington Avenue, Box 7972, Madison, WI 53707, 608-266-0745; free.

> Reviews relevant policy research, analyzes effectiveness of previous initiatives, describes current programs, and suggests modifications to existing practices and programs. Makes recommendations regarding three issues in the context of resource scarcity: targeting services to specific groups of dislocated workers; design of specific unemployment strategies; and coordination of JTPA resources with those of other programs. Describes current programs in Wisconsin which address dislocated workers' reemployment needs, suggesting that coordination among the programs would greatly increase resources for retraining and reemployment.

Dislocated Workers: Extent of Business Closures, Layoffs, And The Public And Private Response; July, 1986; 37 pp.; US General Accounting Office, Post Office Box 6015, Gaithersburg, MD 20877, 202-275-6241; First five copies free; $2.00 per copy thereafter.

> Addresses four issues regarding dislocated workers: numbers of workers dislocated by business closures and permanent layoffs; reasons for closures and layoffs; employer assistance for dislocated workers; and federal government assistance for dislocated workers.

Making the Most of Job Training Programs; Business/New York; March 1986; 39 pp.; Business Council of New York State, 152 Washington Avenue, Albany, NY 12210.

> Describes the Job Training Partnership Act (JTPA) in detail and highlights services and benefits which companies can obtain from JTPA. Includes 34 examples of how New York businesses have benefited from JTPA.

Helping the Dislocated Worker: Employer and Employee Perception; Ashley, William L.; Inks, Lawrence W.; Zahnser, Gale; 1985; 81 pp.; National Center for Research in Vocational Education, Ohio State University, 1960 Kenny Road, Columbus, OH 43210-1090, 614-486-3655 or 800-848-4815; $8.00 per copy; RD 243D.

Presents employers' and employees' perceptions regarding the life and job adjustment patterns of blue-collar dislocated workers in the US Northeast and Midwest. Examines types of difficulties reemployed dislocated workers experienced during unemployment and assistance they sought or received.

Technology and Structural Unemployment: Reemploying Displaced Adults; February 1986; 445 pp.; Congress of the United States, Office of Technology Assessment, Washington DC 20510; US Government Printing Office, Washington DC 20402; OTA-ITE-250.

Focuses on problems of displaced blue-collar and nonprofessional workers who face long term unemployment, accompanied by a loss of health insurance and retirement benefits, and who are likely to be reemployed only in a new job with lower pay. For many semiskilled blue-collar workers, the best route back to a good job is retraining, although initial wages often lag behind old wages.

Reducing Urban Unemployment: What Works at the Local Level; McCarthy, William, H.; Jones, David R.; Penne, R. Leo; Watkins, Lucy R.; 1985, 109 pp; National League of Cities, 1301 Pennsylvania Ave., NW, Washington, DC 20004; $10 each members; $15 each non-members.

Discusses employment related problems faced by American cities and presents 21 case studies aimed at reducing unemployment in cities. The initiatives offer insights into what works at the local level and represent models for other communities to consider.

New American Unemployment: Appropriate Government Responses to Structural Dislocation; Duggan, Paula; Mayer, Virginia; 1985; 61 pp.; Northeast Midwest Institute, 218 D Street, SE, Washington, DC 20003, 202-544-5200.

Suggests various ways for all levels of government to deal with chronic, long term unemployment caused by structural dislocation in the economy. Among the things it calls for are a government reaffirmation of national responsibility for the economic and social costs of high unemployment. Numerous strategies are suggested to bring displaced workers back into the workforce.

Alternatives to Economic Dislocation: A Feasibility Study; Hadley, Katherine; September 1985; 98p.; Working Group on Economic Dislocation, 68 Broadway Street, NE, Minneapolis, MN 55413, 612-379-8520.

Eight in-depth case studies from Minnesota focus on approaches of local communities, labor unions and other groups in dealing with economic dislocations. Offers recommendations on how local groups might be assisted and strengthened in such efforts.

Customized Job Training for Business and Industry; Kopecek, Robert J.; Clarke, Robert G., eds.; December 1984; Jossey-Bass Inc., 433 California Street, San Francisco, CA 94104; 107 pp; $8.95.

This anthology describes and analyzes customized education and training from several vantage points. Some chapters help define customized training, organization and delivery of programs, and issues to be considered in deciding if a community college should become involved in customized training.

Stress of Unemployment: Research on the Impact of Job Loss; Perzeszty, Ann; Community Council of Greater New York; Research Utilization Update; no. 17 (March, 1984); 9 pp.; Community Council of Greater New York, 225 Park Ave. South, New York, NY 10003, 212-777-5000.

The studies reviewed demonstrate the impact of unemployment beyond the loss of a paycheck; it manifests itself in physical and psychological responses that have implications for the worker, the worker's family, and the community. The New England studies assess three groups of workers: female production workers; aircraft industry workers (male and female); and a sample of blue and white-collar male workers.

Customized Training Programs: Industry Specific Skills for the South's Work Force; Vol. 2; no. 5 (December, 1984); 12 pp.; Southern Growth Policies Board, Box 12293, Research Triangle Park, NC 27709.

The cost and availability of labor helped spark the initial shift of industrial growth to the South. Soon after industry began moving to the region, local leaders realized that workers were at a disadvantage in competing for high-paying jobs because of inadequate skills and training. This publication discusses the development of customized training and its applications in the South.

Defining Target Industries for Job Training Programs; Ogawa, Sara S.; Eresh, Brian L.; October, 1984; 10 pp.; Missouri Department of Social Services, Division of Manpower Planning, 221 Metro Drive, Jefferson City, MO 65101, 314-751-4750; Research Report 84-03.

The authors outline a three stage process of identifying target industries for job training programs. The process of defining target industries for job training programs begins with identification of industries in which job training activities (specifically on-the-job training) has had a history of success. Next, industries which are expected to provide the best opportunities for stable future employment are considered. Since customized training projects are targeted to new or expanding firms, the process focuses on identifying the most rapidly growing industries.

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